NAVAIR

Logistics and Industrial Operations Group

ALL HANDS MEETING

Deputy Assistant Commander for
Logistics and Industrial Operations

19 October 2004

OUTLINE

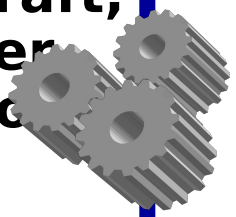
- **MISSION/GOALS**
- **TRANSFORMATION INITIATIVES—Providing the tools to enable transformation**
  - Human Capital Strategy
  - Airspeed
- **CHALLENGING ORGANIZATIONAL STRUCTURE / CONOPS**
  - Why 3.0/6.0 Integration?
  - Leadership Offsite Summary
- **ECHELON III VISITS**

LOGISTICS & INDUSTRIAL

Mission

Provide the resources to develop, plan, and integrate support considerations into weapon system designs and to establish and maintain integrated logistics support capable of supporting fleet operations and maintenance throughout the full life cycle of aviation weapon systems and related equipment.

Perform depot level maintenance, repair and modification of aircraft, engines, components, and other aeronautical equipment; and to perform manufacturing/prototyping operations.



VADM MASSENBURG'S GOALS

#1 To balance current and future readiness. We need to ensure that we provide our Naval Aviators with the right products to fight the Global War On Terrorism and other potential future conflicts.

#2 To reduce our costs of doing business. We need to pursue actual cost reductions, not so-called 'savings' or 'avoidance.' We need to return resources to recapitalize our Fleet for tomorrow. We must continue to introduce best business practices and remove barriers to getting our job done with greater efficiencies.

#3 To improve agility. Our ability to make rapid decisions in support of emerging Fleet requirements is essential if we are to continue to provide value to the nation. We must reinvigorate a solid chain of command that values responsibility and accountability in its leadership.

#4 To ensure alignment. We have come a long way aligning ourselves internally, now it is time to ensure that we are fully aligned, internally and externally, with CNO's transformation initiatives.

#5 To implement Fleet-driven metrics. Single Fleet-driven metrics will ensure we directly contribute to the Naval Aviation Enterprise.

#1 - BALANCE CURRENT & FUTURE READINESS

We need to ensure that we provide our Naval Aviators with the right products to fight the Global War on Terrorism and other potential future conflicts

- **Improve weapon system readiness**
  - Implement core training and program management for AIRSPEED, which will decrease costs, increase weapons systems reliability, and decrease cycle time, while maintaining or increasing Ready for Training A/C and Ready for Operations A/C.
- **Improve quality of products and services**
  - Continue migration/reduction of legacy information systems and the consolidation of national data centers, as outlined in the Logistics Information Technology Roadmap and Systems Architecture Master Plan.
- **Develop the linkage between resource investments and readiness outcomes**
  - Develop logistics analysis tools and processes, to include modeling/simulation, readiness assessment, and cost analysis/forecasting, to link investments to readiness outcomes, substantiate capability planning packages, and to support optimization decisions (ie. Air Systems Support modeling and Cost-Wise Readiness initiatives)

#2 – REDUCE COST OF DOING BUSINESS

We need to pursue actual cost reductions, not so-called "savings" or "avoidance". We need to return resources to recapitalize our Fleet for tomorrow. We must continue to introduce best business practices and remove barriers to getting our job done with greater efficiencies.

- **Baseline Current Organizational Resources/Costs**
  - Perform quantitative analysis of the National workforce, to include identification of all direct and non-direct civilian, military, contractor support services, and prime contractor personnel, across all Business Units and Cost Centers.
  - Identify all funds executed in support of the National organization, as well as identification of the deliverables, end items, and product support resulting from the expenditure of those funds.
- **Identify targets for cost reduction and/or productivity gains measured against baseline internal cost of doing business, while sustaining mission**
  - Conduct Phase Two of the Workforce Assessment Study, an extension of the cost-assessment initiative begun in FY03. FY04 scope will assess approximately 125 work-years (combined government/contractor) supporting core Logistics IT Programs (JATDI, JEDMICS, NALCOMIS & CMIS Programs), as well as NALDA and MEASURE Program Management and application support.
  - Implement accelerated transition of 10 EOB work-years to NWCF in FY04, reducing overhead burden by $1.8M.
  - Reduce 20 work-years of CSS and realign 10 civil service personnel, as a result of consolidating common efforts and improving efficiencies across

#3 – IMPROVE AGILITY

Our ability to make rapid decisions in support of emerging Fleet requirements is essential if we are to continue to provide value to the nation. We must reinvigorate a solid chain of command that values responsibility and accountability in its leadership.

- **Lead process and business re-engineering and streamlining efforts**
  - Support implementation of a Navy Enterprise Resource Planning business solution
- **Recruit, develop, and retain a highly qualified and productive team**
  - Develop a Workforce Development Plan for managing billets and resources, linking functional skills, experience, and training requirements to billet allocation, career management, and recruiting and retention planning.
- **Sustain an environment that satisfies, empowers, respects, and recognizes team members to maximize their commitment to mission success**
- **Provide the resources, technology, and organization to support a customer-oriented, responsive, and productive team**

#4 – ENSURE ALIGNMENT

We have come a long way aligning ourselves internally, now it is time to ensure that we are fully aligned, internally and externally, with CNO's transformation initiatives.

- **Develop products and services supportive of Network Centric Warfare objectives**
- **Leverage existing expertise and infrastructure to support Joint Service initiatives, and to develop Joint products and processes**
- **Improve relationships and ties with stakeholders and customers**
- **Support the development, update, and implementation of improved acquisition policies across the organization**
- **Improve both horizontal and vertical communications within the Agency**
- **Lead in the streamlining and optimization of business practices and processes Naval Aviation community**
- **Establish and integrate standards and policies across the Department, to ensure consistency in the way we**

#5 – IMPLEMENT FLEET-DRIVEN METRICS

Single Fleet-driven metrics will ensure we directly contribute to the Naval Aviation Enterprise.

- **Create and implement measurable, definable, and repeatable processes and metrics, to improve acquisition and support of Department products**
  - Consolidate logistics and maintenance software development and integration testing efforts at the Logistics Information Technology and Maintenance Integration Solution (LITMIS) laboratory.

- **Quantify, via performance metrics, the financial, technical, and programmatic progress made against Department plans, and assess the relationship of work accomplished to cost-wise readiness outcomes**

NADEP GOALS & PRIORITIES

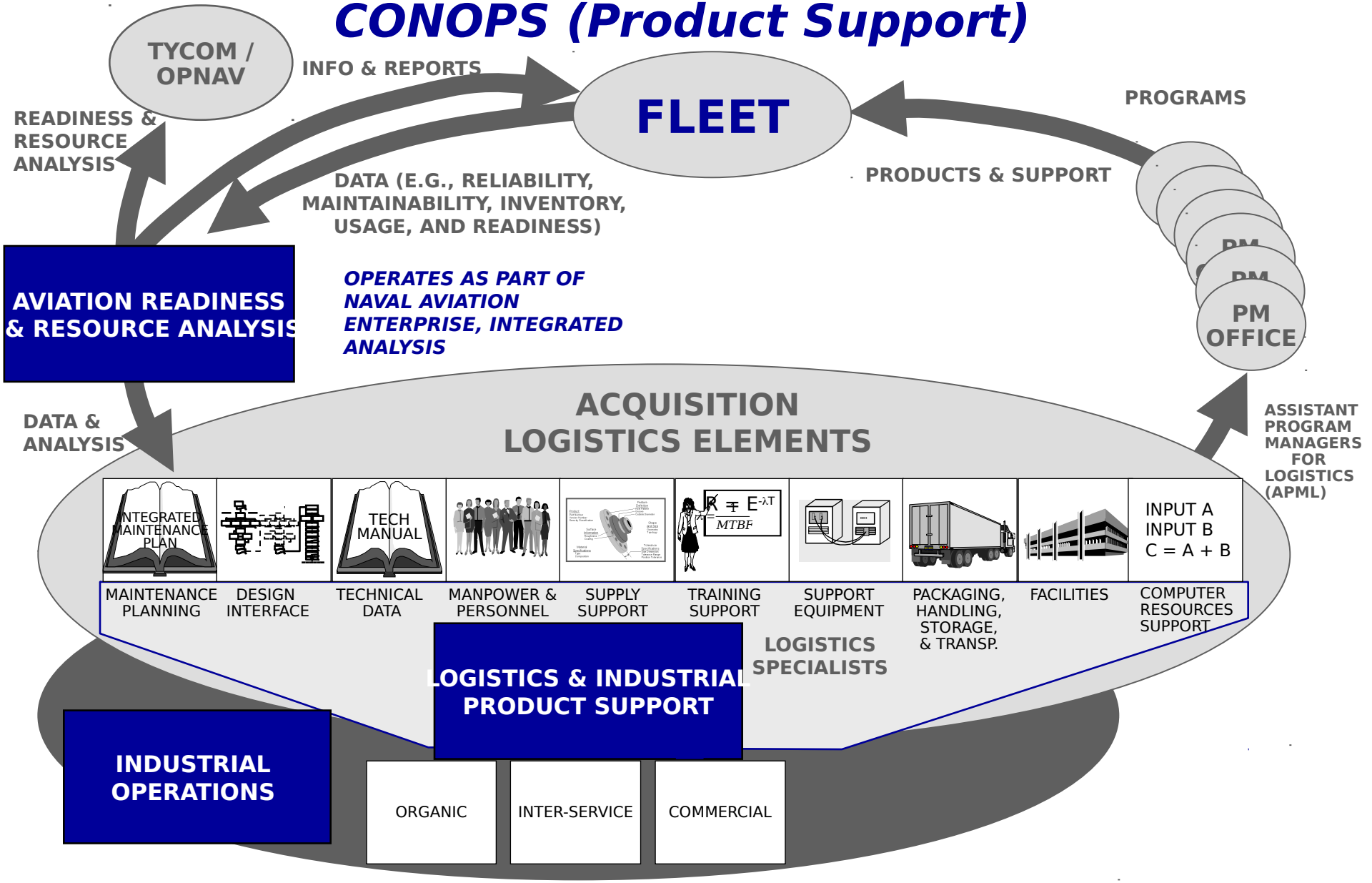
"SINGLE ORGANIC DEPOT CAPABILITY" CONCEPT

1. INCREASE RELIABILITY
2. REDUCE TAT
3. DEVELOP SINGLE FINANCIAL DEPOT STORY TIED TO FLEET-DRIVEN METRICS
4. HOLD CO / XO ACCOUNTABLE / RESPONSIBLE – FLEET FOCUS
5. IMPROVE MATERIAL MANAGEMENT

SINGLE OVERARCHING FLEET-DRIVEN METRIC:
AIRCRAFT READY FOR TRAINING / OPERATIONS

LOGISTICS & INDUSTRIAL

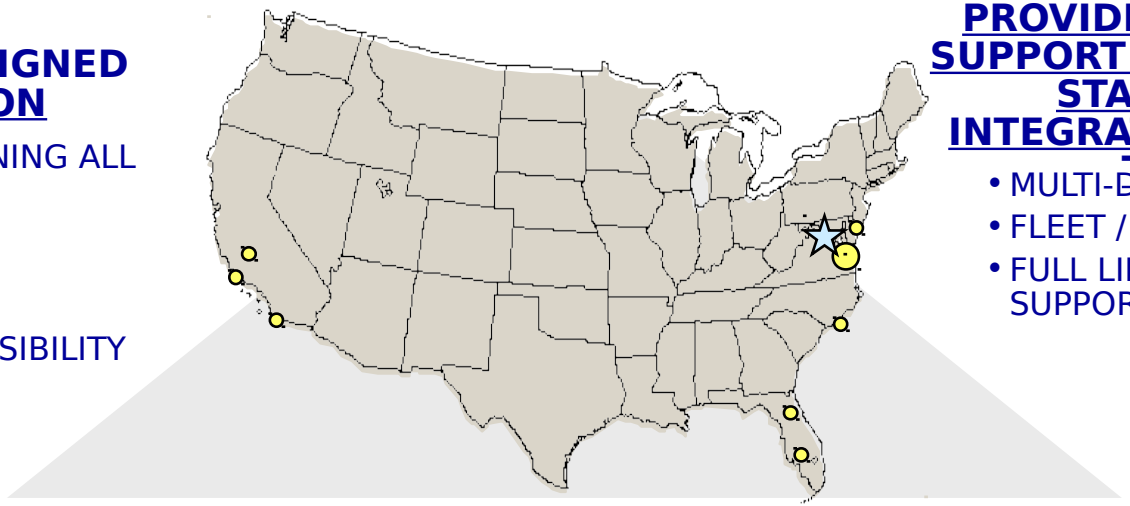
CONOPS (Product Support)



INTERNAL ORGANIZATIONS
Program Management & IPT Support

COMPETENCY ALIGNED ORGANIZATION

- COMPETENCIES SPANNING ALL SITES
- LINKED BY COMMON ORGANIZATION & PROCESSES
- CAPABILITY / ASSET VISIBILITY



PROVIDING PROGRAM SUPPORT AND PROGRAM STAFFING TO INTEGRATED PROGRAM TEAMS

- MULTI-DISCIPLINED
- FLEET / PRODUCT FOCUSED
- FULL LIFE CYCLE SYSTEM SUPPORT

LOGISTICS AND INDUSTRIAL COMPETENCY

PAX	LAKEHURST	CHINA LAKE	POINT MAGU	NORTH ISLAND	JACKSONVILLE	CHERRY POINT	NATEC

PEO'S

PMA'S

PROGRAM SUPPORT

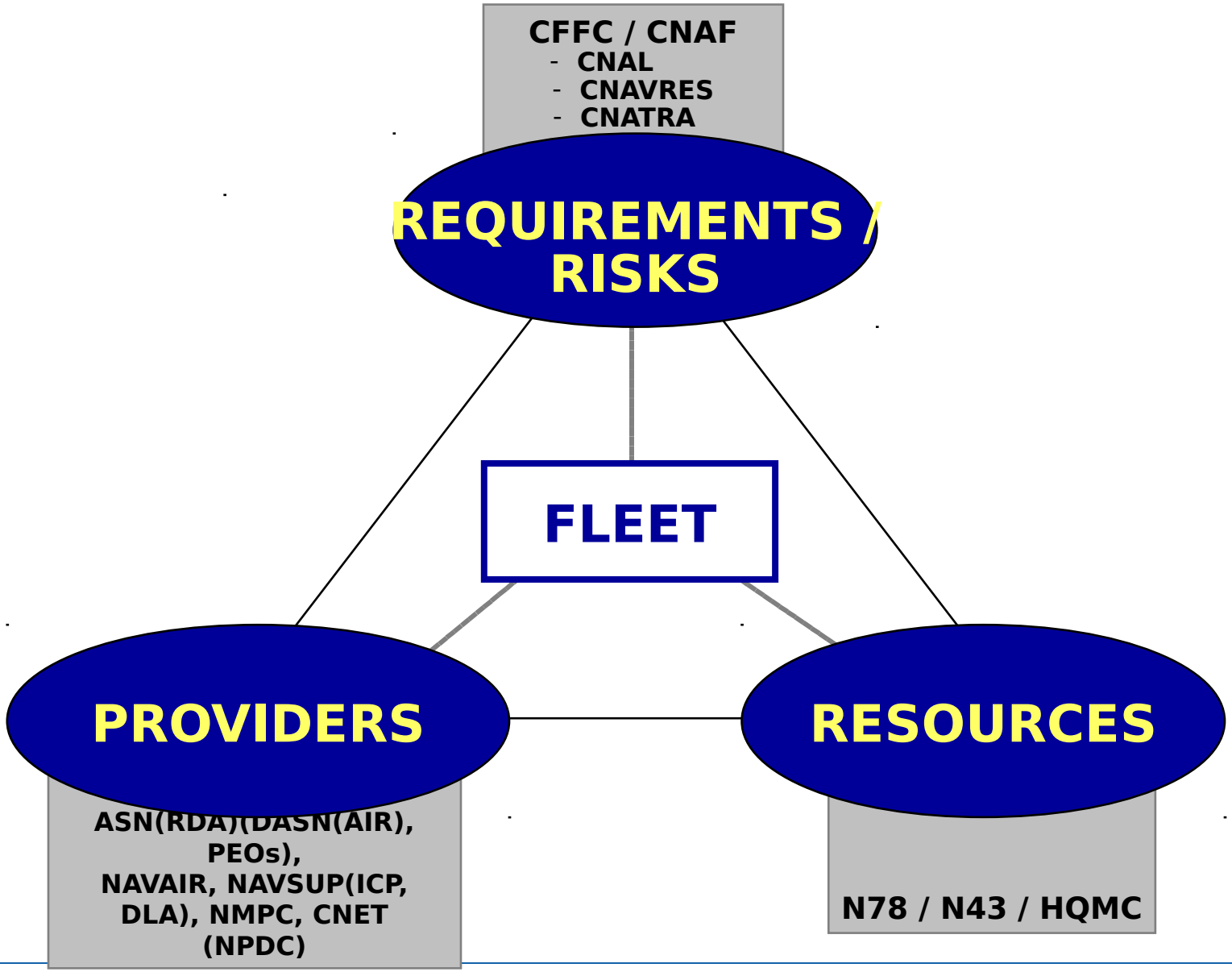
PROGRAM STAFFING

NAVAIR

OUTLINE

- MISSION/GOALS
- **TRANSFORMATION INITIATIVES—Providing the tools to enable transformation**
  - Human Capital Strategy
  - Airspeed
    - Depot
    - Enterprise
    - Command
- CHALLENGING ORGANIZATIONAL STRUCTURE / CONOPS
  - Why 3.0/6.0 Integration?
  - Leadership Offsite Summary
- ECHELON III VISITS

NAVAL AVIATION ENTERPRISE



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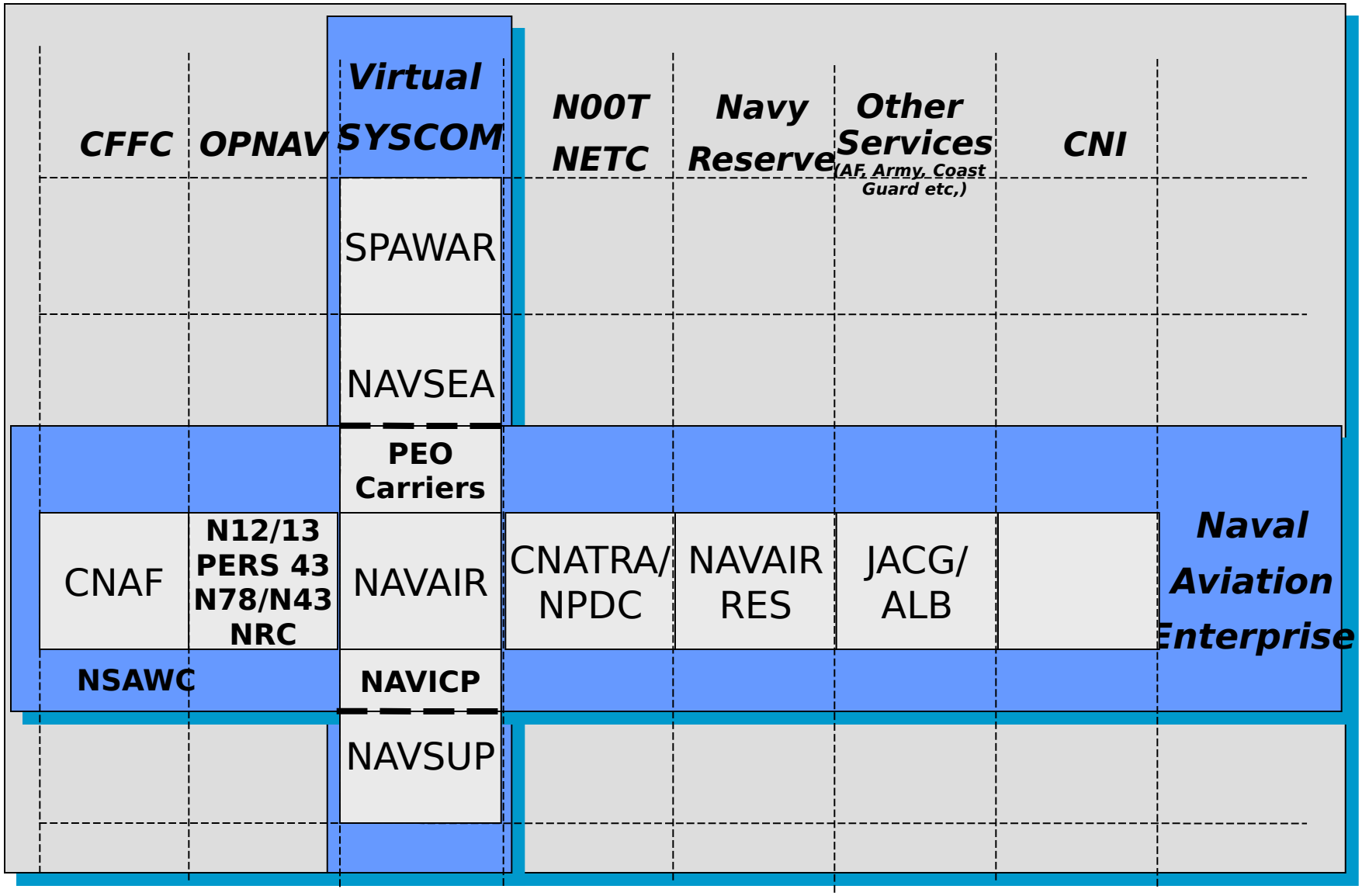
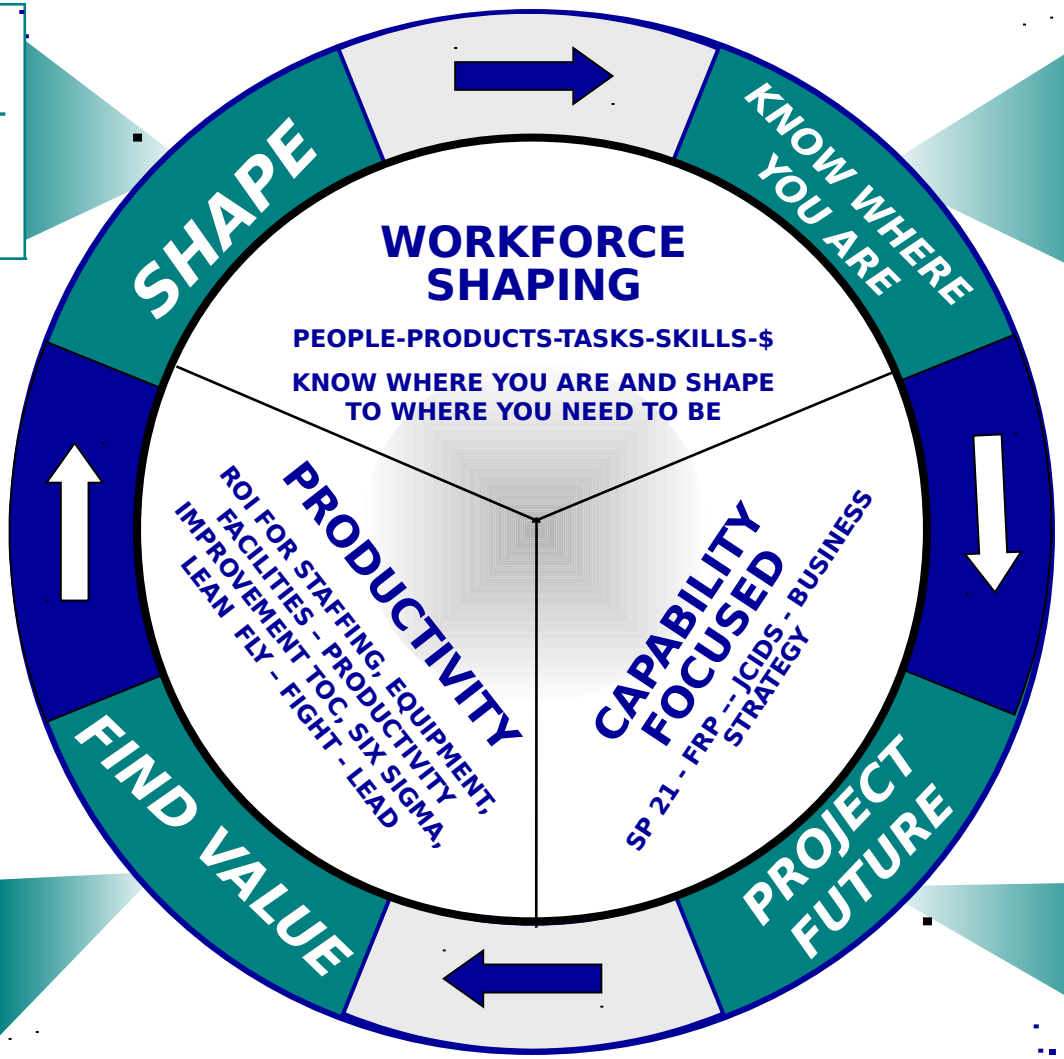
EXTERNAL ORGANIZATIONAL RELATIONSHIPS



HUMAN CAPITAL MANAGEMENT CYCLE

SHAPE
- STRUCTURE
- GROWTH & DEVELOPMENT
- PROMOTION & SELECTION
- INCENTIVES
- BENCH STRENGTH


SHAPE
KNOW WHERE YOU ARE
PROJECT FUTURE
FIND VALUE
WORKFORCE SHAPING
PEOPLE-PRODUCTS-TASKS-SKILLS-$
KNOW WHERE YOU ARE AND SHAPE TO WHERE YOU NEED TO BE
PRODUCTIVITY
ROI FOR STAFFING, EQUIPMENT, FACILITIES - PRODUCTIVITY IMPROVEMENT TOC, SIX SIGMA, LEAN FLY - FIGHT - LEAD
CAPABILITY FOCUSED
SP 21 - FRP - JCIDS - BUSINESS STRATEGY

BASELINE TOTAL WORKFORCE

(MIL, CIV, CSS, RES)

PEOPLE TO PRODUCTS TO TASKS TO SKILLS TO DOLLARS

PRODUCTIVITY / VALUE BASED DECISION MAKING

PROJECT FUTURE REQUIREMENTS

NAVAIR

NAVAL AVIATION ENTERPRISE
AIR*Speed*

Depot AIR*Speed*
(Lean, Six Sigma, TOC)
- ***Depot-Wide***
- ***Led by COs/AIR-6.0***
- ***Depot processes only***
- ***Rollout to 3 sites***
- ***Processes as required***

Enterprise AIR*Speed*
(Lean, Six Sigma, TOC)
- ***Fleet-Wide Repair Sites & Processes***
- ***Led by O-6 ESC***
- ***O-I-D + Supply Chain***
- ***Links to NAVRIIP***
- ***Rollout schedule***

NAVAIR AIR*Speed*
(Lean, Six Sigma, TOC)
- ***Corporate/Competency Processes***
- ***Led by CCBU/CPEO Guidance***
- ***Enabled by 5-6 Staff in NAVAIR AIRSpeed Core Team***
- ***Links with Enterprise & Depot AIRSpeed***
- ***Champion Training initiated***

SAME APPROACH DIFFERENT APPLICATION

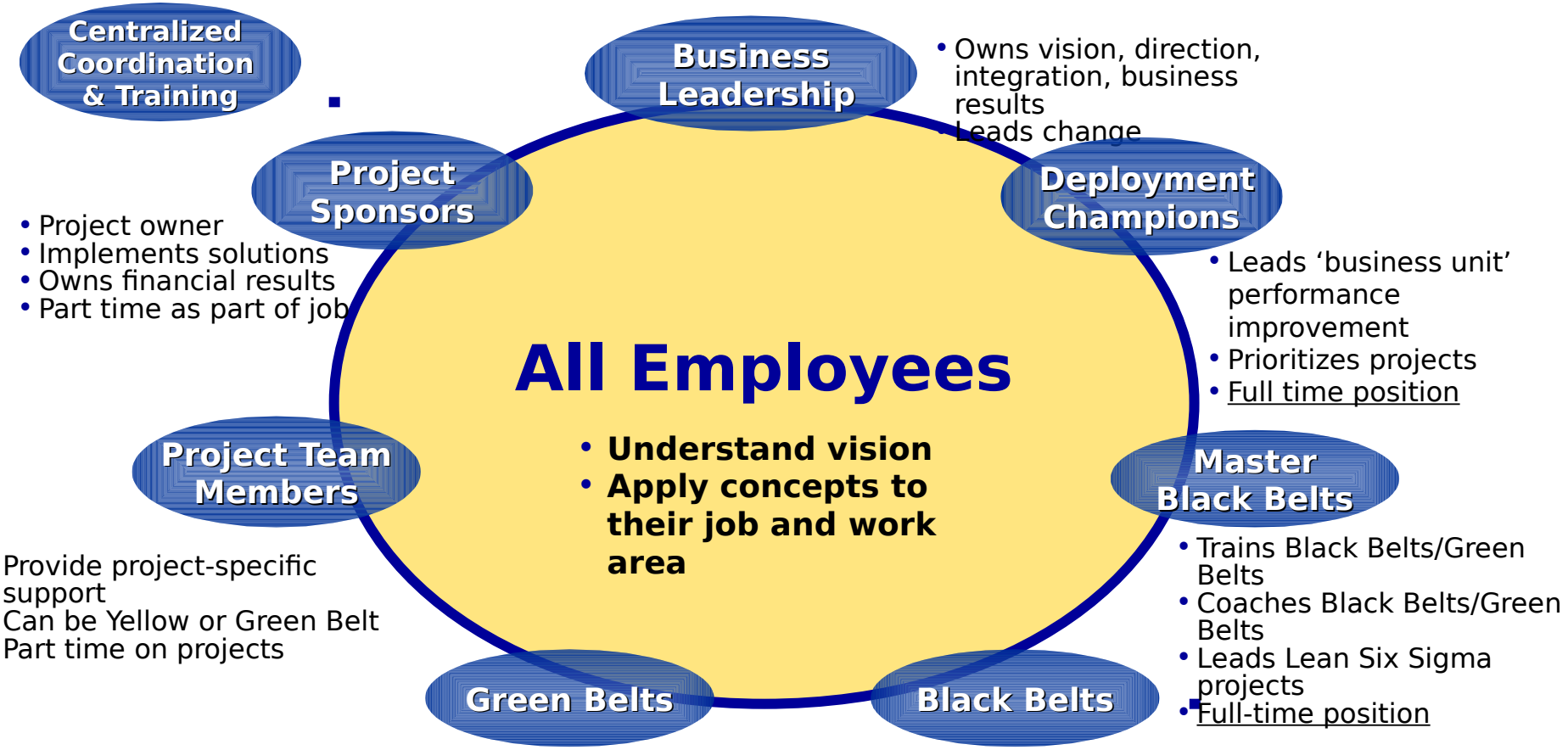
NAVAIR

NAVAIR AIR*SPEED*

- **George Group selection to support….**
- **Getting Organized…**

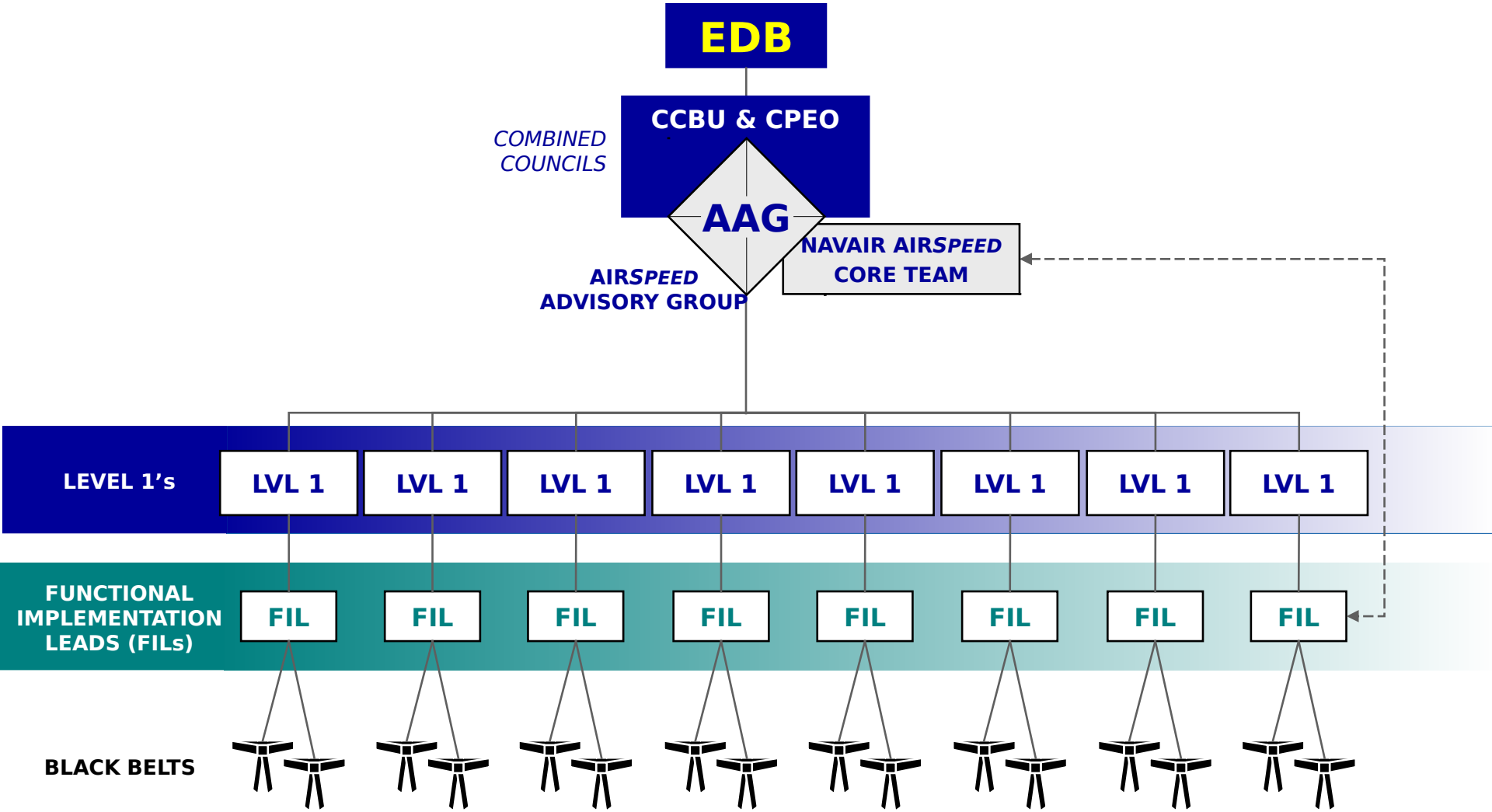
SUCCESSFUL LEAN SIX SIGMA DEPLOYMENT

Requires Company-Wide Involvement


Centralized Coordination & Training
Business Leadership
• Owns vision, direction, integration, business results
• Leads change
Project Sponsors
• Project owner
• Implements solutions
• Owns financial results
• Part time as part of job
Deployment Champions
• Leads 'business unit' performance improvement
• Prioritizes projects
• Full time position
All Employees
• Understand vision
• Apply concepts to their job and work area
Project Team Members
• Provide project-specific support
• Can be Yellow or Green Belt
• Part time on projects
Master Black Belts
• Trains Black Belts/Green Belts
• Coaches Black Belts/Green Belts
• Leads Lean Six Sigma projects
• Full-time position
Green Belts
• Participate on Black Belt teams and/or lead projects
• Part time on projects
Black Belts
• Leads Lean Six Sigma projects
• Trains and coaches Project Teams
• Full-time position

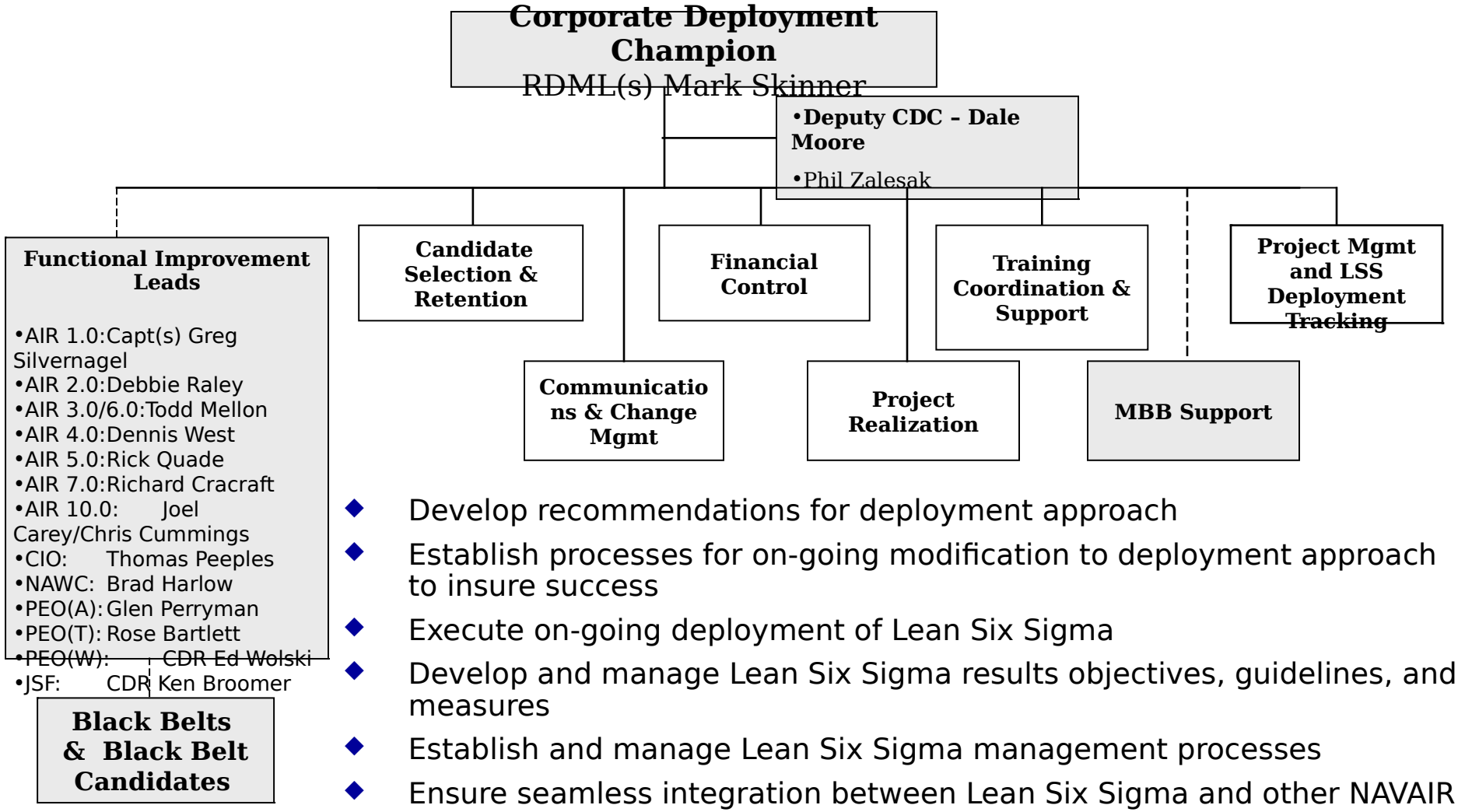
NAVAIR AIR*SPEED* STRUCTURE

Proposed



NAVAIR

DEPLOYMENT TEAM



- Develop recommendations for deployment approach
- Establish processes for on-going modification to deployment approach to insure success
- Execute on-going deployment of Lean Six Sigma
- Develop and manage Lean Six Sigma results objectives, guidelines, and measures
- Establish and manage Lean Six Sigma management processes
- Ensure seamless integration between Lean Six Sigma and other NAVAIR processes (Program Staffing, Lean, TOC, etc.)
- Manage internal and external NAVAIR Lean Six Sigma communications

"TENTATIVE" TRAINING SCHEDULE

- Deployment Champion Training (FILs/Core Team): Sept 13-15
- Team Accelerator Training (Wave I BBs): Sept 27-Oct 1
- Project Sponsor Training (Targeted Level 2/3/4)
  - Wave I: Sept 28-30 Pax River
  - Wave II: Oct 5-7 Pax River
  - Wave III: Oct 19-21 China Lake
  - Wave IV: Nov 9-11 Cherry Point
  - Wave V: Nov 23-25 TSD Orlando
  - Wave VI: Dec 7-9 Lakehurst
  - Wave VII: Jan 4-6 North Island
  - Wave VIII: Jan 18-20 Jacksonville
  - Wave IX: Feb 1-3 Pax River
- Wave I BB Training Starts Nov 1
- Wave II BB Training Starts w/TA Nov 15
- Wave III BB Training Starts w/TA Dec 13
- Wave IV BB Training Starts w/TA Jan17
- Wave V BB Training Starts w/TA Mar 7
- Wave VI BB Training Starts w/TA April 18
- Wave I-X GB Training from Mar 7-Jan 13 '06

NAVAIR AIR*SPEED* ADVISORY GROUP (AAG)

Draft Charter

PURPOSE: THE AAG, AS AN ELEMENT OF THE COMBINED COUNCILS, SUPPORTS THE AIR*SPEED* CORE TEAM IN THE DEPLOYMENT AND IMPLEMENTATION OF NAVAIR AIR*SPEED*. THE AAG PROVIDES FOR REGULAR INTERACTION BETWEEN NAVAIR EXECUTIVE LEADERSHIP AND THE AIR*SPEED* CORE TEAM TO ASSURE ALIGNMENT BETWEEN NAVAIR AIR*SPEED* EXECUTION AND LEADERSHIP'S EXPECTATIONS, COMMITMENT OF RESOURCES, AND NAVAIR'S INSTITUTIONAL STRUCTURES / SYSTEMS. PROVIDES THE LINKAGE BETWEEN STRATEGY AND EXECUTION TO MAKE AIR*SPEED* A KEY STRATEGIC ENABLER FOR ACHIEVING NAVAIR MISSION PERFORMANCE GOALS.

MEMBERS:

AIRSPEED ADVISORY GROUP

AL SOMOROFF	TOM LAUX
DON McERLEAN	DIANE TOWNSEND
PAT McLAUGHLIN	BRUCE CWALINA
PAM AROESTY	ED GREER
TRICIA FOX	KAREN HOLCOMB
PRINCIPAL MEMBERS OF CPEO / CCBU INVITED	

NAVAIR AIRSPEED CORE (ENABLING) TEAM

RDML(s) MARK SKINNER
DALE MOORE

ADJUNCT MEMBERS

GREG SILVERNAGEL (FIL)
GREG YELLMAN
CAPT MIKE HARDEE

SCHEDULE:

EACH MONDAY – 1300-1400 – AAG / NAVAIR AIRSPEED CORE TEAM MEETING – CSO CONFERENCE ROOM – VTC AVAILABLE

SECOND MONDAY EACH MONTH – 1200-1300 – EDB – MIC – VTC – ESTABLISH REGULAR DRUMBEAT FOR INFORMATION AND DISCUSSION

AAG CONCEPT OF OPERATIONS:

AAG PROVIDES MECHANISM FOR REGULAR AND SUSTAINED COMMUNICATIONS WITH AIR*SPEED* CORE TEAM TO INTEGRATE NAVAIR GOALS WITH NAVAIR AIR*SPEED* INFRASTRUCTURE / CAPABILITY DEVELOPMENT, DEPLOYMENT AND EXECUTION.

AAG FOSTERS ALIGNMENT ACROSS NAVAIR BY PROMOTING UNDERSTANDING OF GOALS AT EVERY LEVEL OF WORKFORCE, TYING PROCESS IMPROVEMENTS TO CUSTOMER / STAKEHOLDER REQUIREMENTS, AND ENSURING NAVAIR INSTITUTIONAL SYSTEMS REINFORCE AIR*SPEED* DEPLOYMENT AND VALUES.

AAG GUIDES / ADVISES AIR*SPEED* PROGRAM TO ENSURE NAVAIR STRATEGIC MISSION PERFORMANCE GOALS AND IMPROVEMENT OBJECTIVES ARE MET. ESTABLISHES PROCESS AND GUIDANCE FOR SELECTION OF IMPROVEMENT INITIATIVES AND IMPROVEMENT PROJECTS AS WELL AS MANAGEMENT ARCHITECTURE FOR INTEGRATION OF IMPROVEMENT PROJECTS.

AAG FORMULATES MECHANISMS FOR FINANCIAL AND STAFF INVESTMENTS.

AAG ESTABLISHES MECHANISMS FOR CONTINUING EDUCATION AND COMMUNICATION THAT KEEP NAVAIR FLAG AND EXECUTIVE LEADERSHIP UNDERSTANDING AND EXPECTATIONS CONSISTENT WITH DIRECTION OF NAVAIR AIR*SPEED* PROGRAM.

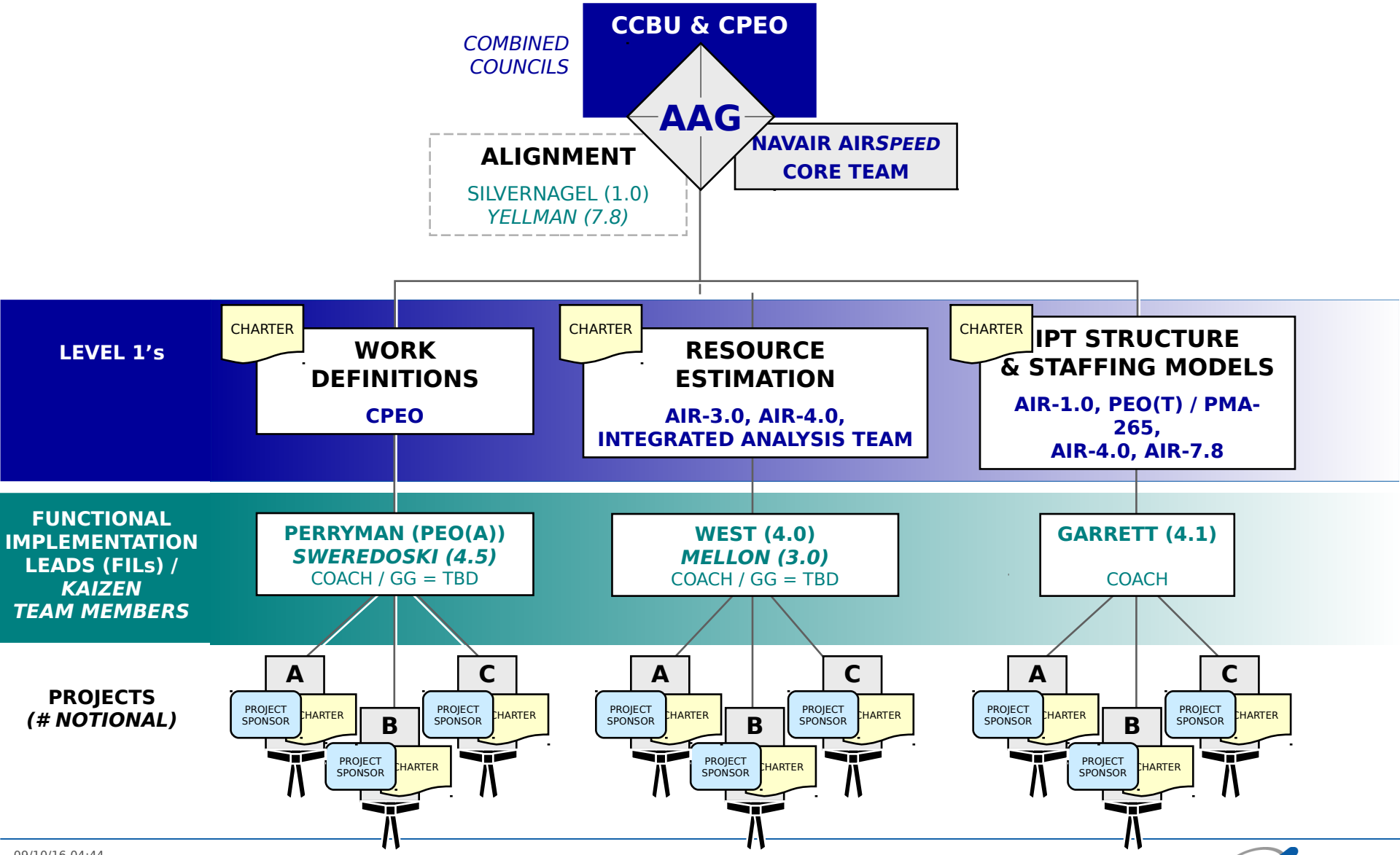
AAG / NAVAIR AIRSPEED PROGRAM *REPORTS TO EDB AND FUNCTIONS AS AN ACTION ARM TO THE CPEO / CCBU. REPORTS WILL INCLUDE CHARTERS, PROGRESS REPORTS, RECOMMENDATIONS, ISSUES, RESOURCES AND METRICS*

NAVAIR AIR*SPEED* ADVISORY GROUP

Near Term Actions

- **ESTABLISH RESOURCE STRATEGY AND MECHANISMS FOR FUNDING PEOPLE, AND LINKAGE TO TARGETED EFFICIENCY PROGRAMS**
- **UNDERSTAND THE GEORGE GROUP DEPLOYMENT OPERATIONS PLAN FOR PROCESS IMPROVEMENTS USING LEAN / SIX SIGMA:**
  - PROCESSES FOR . . .
    - **IDENTIFYING AND SELECTING PROJECTS**
    - **IDENTIFYING SPONSORS**
    - **DETERMINING PROJECT SCOPE**
    - **DEFINING SCOPE, CREATING AND PROVIDING CHARTERS**
    - **REPORTING PROGRESS AND OUTCOMES**
    - **IMPLEMENTING RECOMMENDATIONS**
- **ESTABLISH APPROPRIATE TRAINING CURRICULUM AND SCHEDULE FOR FLAG AND EXECUTIVE LEADERS**
- **ESTABLISH ROLES AND RELATIONSHIPS OF LEVEL 1's, FILs, BLACK BELTS, AND CORE TEAM**
- **FORMULATE IMPERATIVES FOR SEMDP / NAVAIR AIRSPEED PR0GRAM MERGE AND IDENTIFY DESIRED NAVAIR LEADERSHIP ATTRIBUTES, BEHAVIORS AND CULTURAL NORMS**
- **ADDRESS ALIGNMENT NEEDS STEMMING FROM PROGRAM STAFFING OFFSITE WORKSHOP AND ANTECEDENT KAIZEN EVENT**

NAVAIR AIR*SPEED*
Program Staffing Improvement Initiatives



PROPOSED NAVAIR AIR*SPEED* SAVINGS GOALS – *IMMEDIATE NEED*

- **TOTAL NAVAIR SEA ENTERPRISE SAVINGS FOR FY06 (STAFFING & NON-STAFFING RELATED) ENTERED INTO NAVY BUDGET $238.3M**
- **SAVINGS WILL BE OBTAINED FROM INTERNAL NAVAIR EFFICIENCIES,**
  SAVINGS IN ACQUISITION PROGRAMS, AND REQUIREMENTS
- **TOTAL NAVAIR STAFFING DOLLARS = $4B**
  - PROGRAM RELATED = $89.6M
  - NON-PROGRAM RELATED = $84.7M
  - NON-STAFFING IMPROVEMENTS = $64.0M
- **AN ADDITIONAL $40M OF SAVINGS REQUIRED TO SUSTAIN EFFICIENCY IMPROVEMENTS FOR A TOTAL OF $278.3M SAVINGS DISTRIBUTION:**
  - DON RECAPITALIZATION = $238.3M *(EXTRACTED FROM BUDGET)*
  - EFFICIENCY EFFORT SUSTAINMENT = $40M
- **START NOW**
  - CONTRACTED COACHES
  - GEORGE GROUP ROLL OUT
  - A

PRODUCE SAVINGS FOR FY06 EXECUTION

OUTLINE

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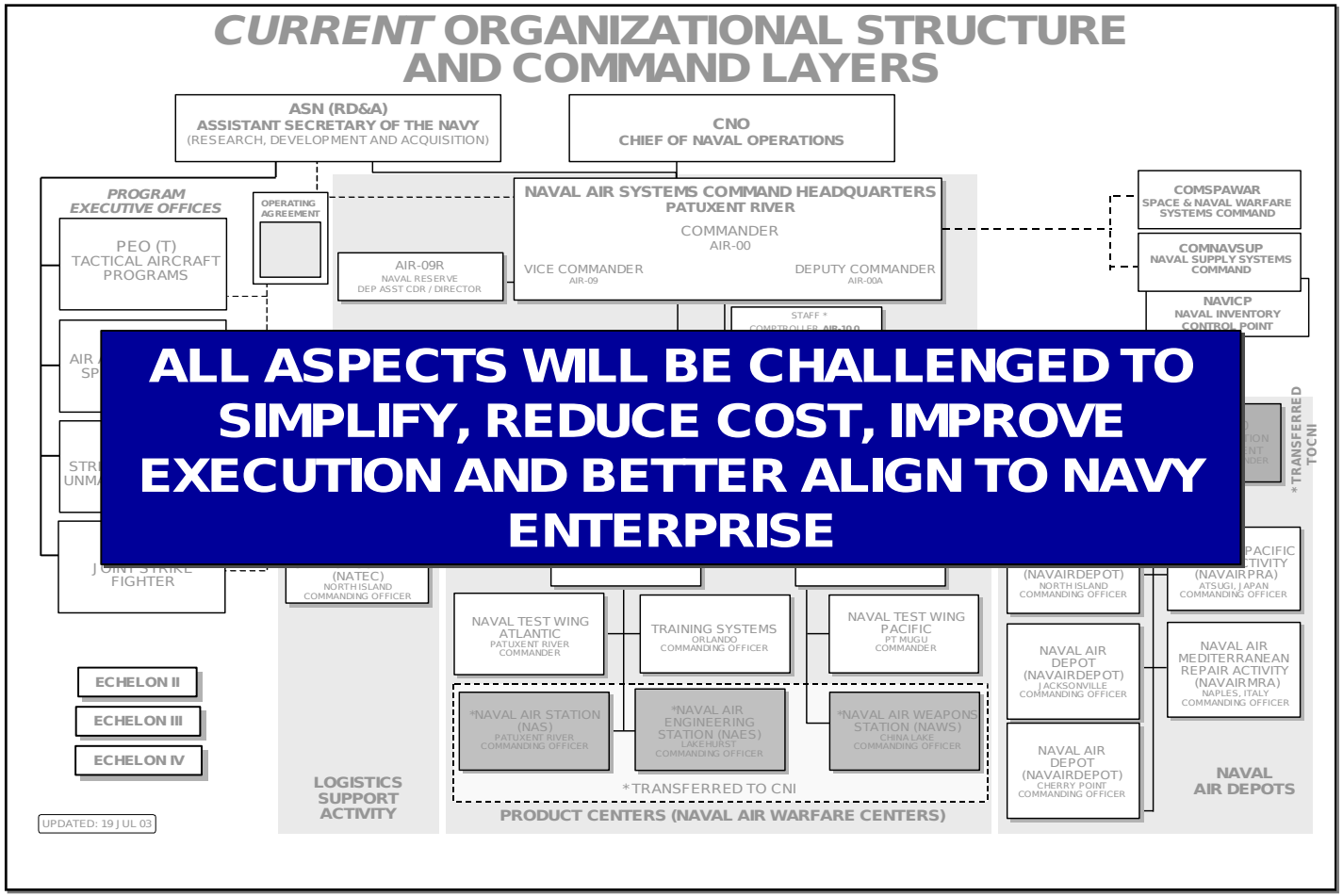
CHALLENGING THE ORGANIZATIONAL STRUCTURE AND CONOPS

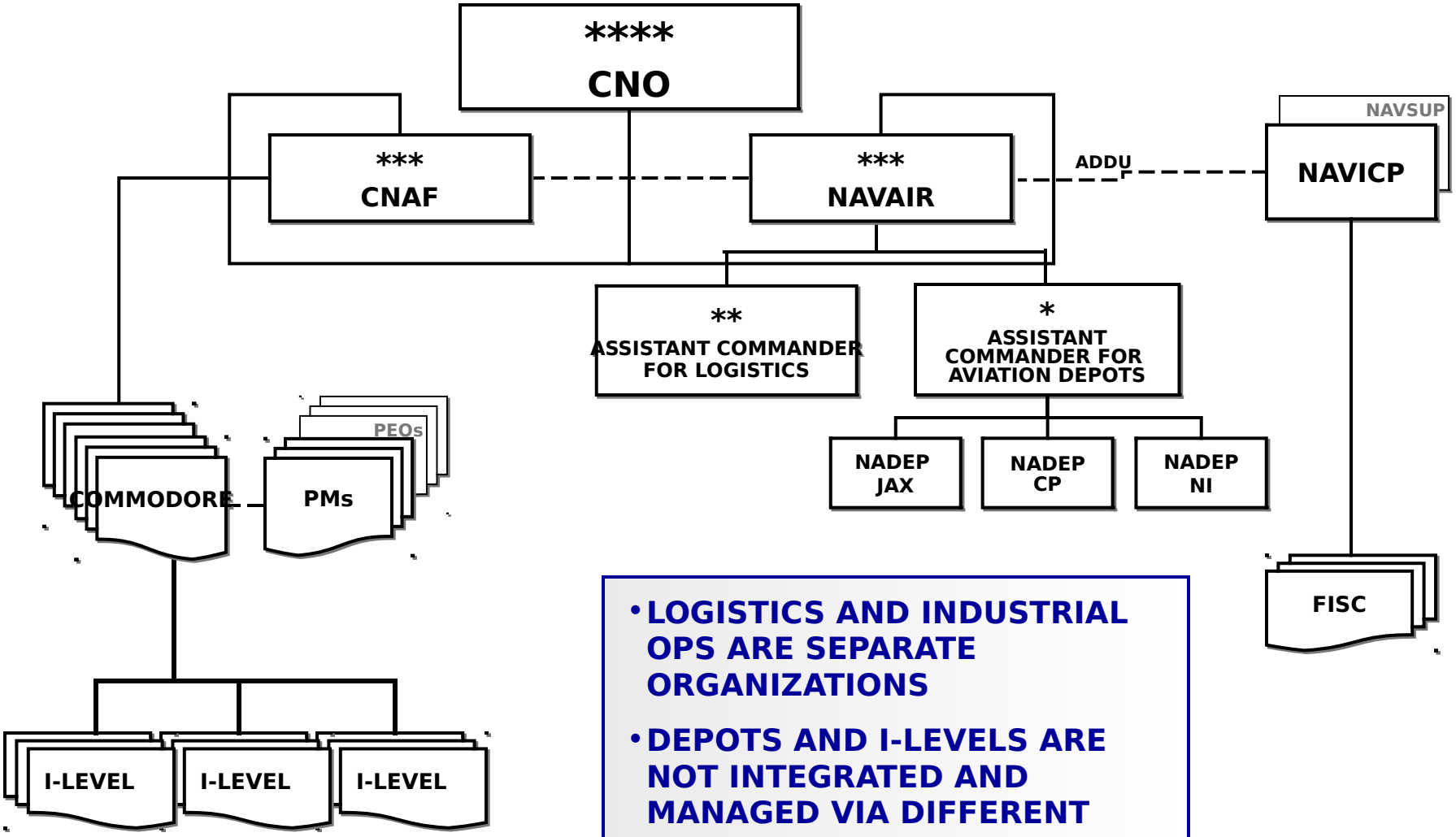


LOGISTICS & INDUSTRIAL OPERATIONS *Re-Alignment*

- **LOOKED AT HOW WE SUPPORT CURRENT READINESS WITH OUR LOGISTICS AND INDUSTRIAL OPERATIONS**
- **DETERMINED A CONSOLIDATION OF THESE TWO ORGANIZATIONS WOULD IMPROVE INTERNAL EFFICIENCIES AND ALIGN OUR DELIVERY OF LOGISTICS AND MAINTENANCE WITH CNAF**
  - REDUCE MAINTENANCE INFRASTRUCTURE
  - WORK WITH SUPPLY SYSTEM IN A MORE INTEGRATED WAY
  - MANAGE LOGISTICS AND MAINTENANCE FROM A NAVAL AVIATION ENTERPRISE PERSPECTIVE
  - COMBINE SUPPORT STAFF / INFRASTRUCTURE
  - ALIGN NON-DEPLOYED, OFF AIRCRAFT MAINTENANCE (ORGANIZATION, INTERMEDIATE, AND DEPOT) TO ENABLE ENTERPRISE AIRSPEED
  - ESTABLISH A ‘MAINTENANCE OFFICER FOR CNAF

LOGISTICS & INDUSTRIAL OPERATIONS

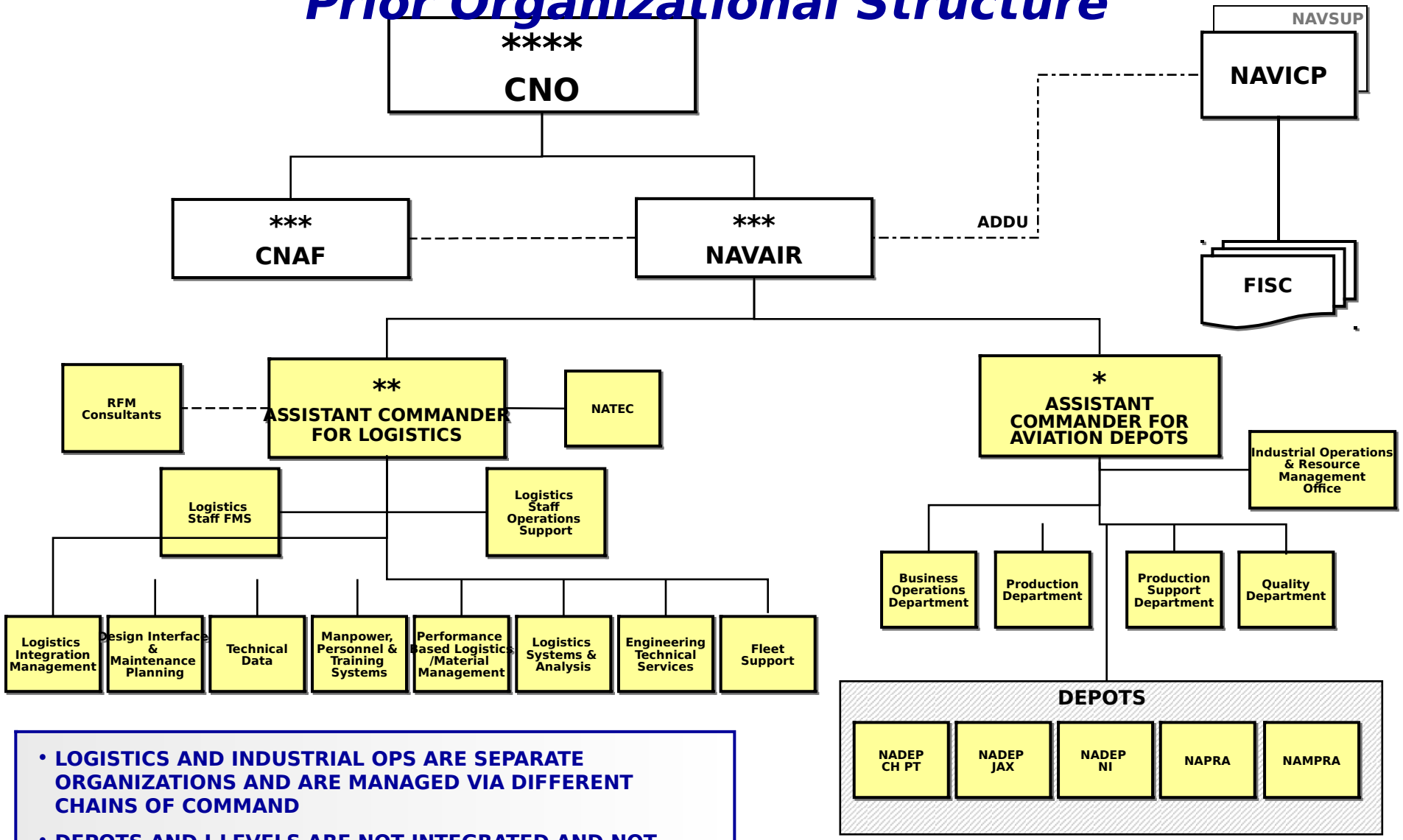
Current State



- LOGISTICS AND INDUSTRIAL OPS ARE SEPARATE ORGANIZATIONS
- DEPOTS AND I-LEVELS ARE NOT INTEGRATED AND MANAGED VIA DIFFERENT CHAINS OF COMMAND . . . MISALIGNED

LOGISTICS & INDUSTRIAL OPERATIONS

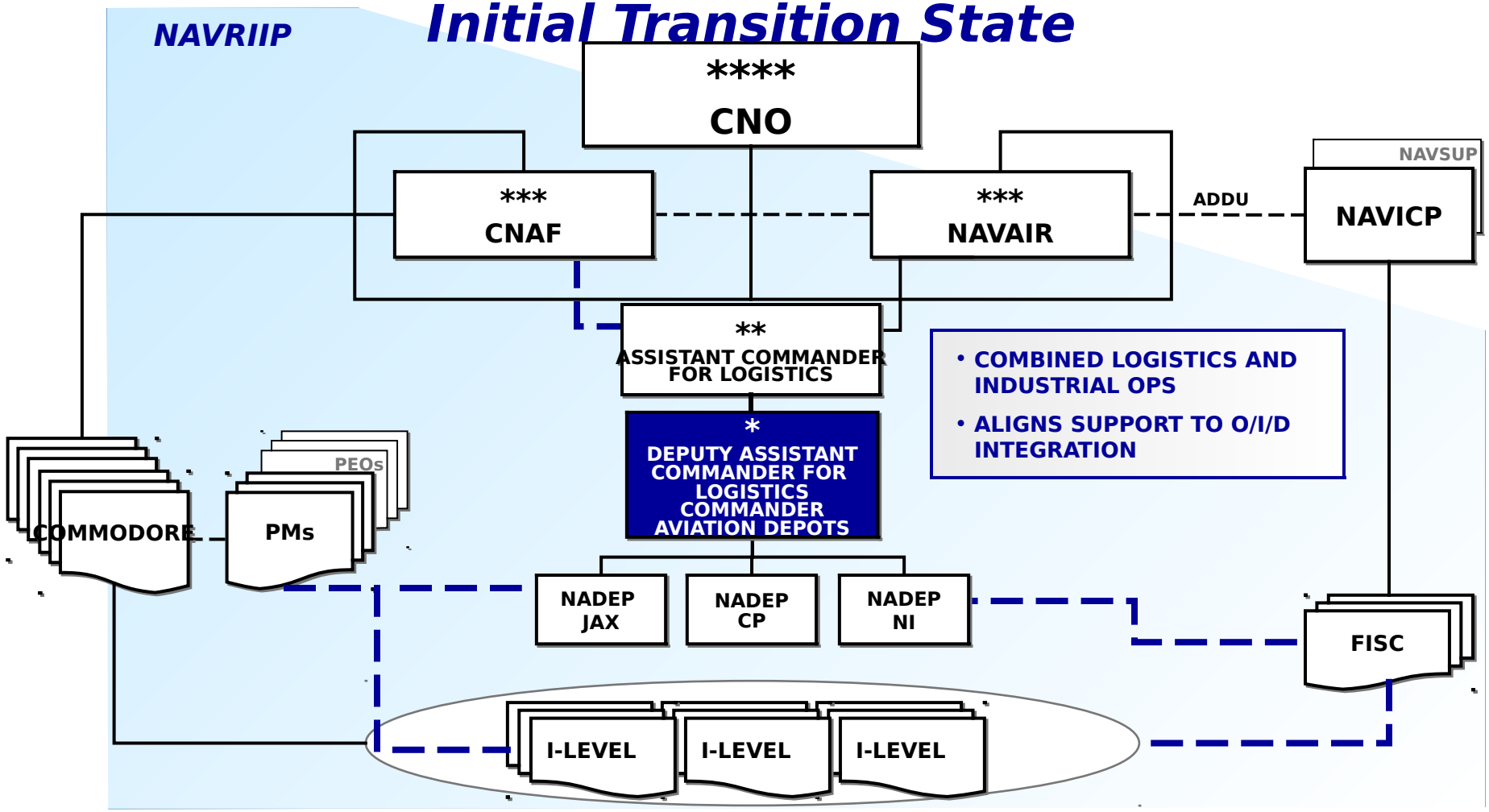
Prior Organizational Structure



- **LOGISTICS AND INDUSTRIAL OPS ARE SEPARATE ORGANIZATIONS AND ARE MANAGED VIA DIFFERENT CHAINS OF COMMAND**
- **DEPOTS AND I-LEVELS ARE NOT INTEGRATED AND NOT IDEALLY ALIGNED FOR EFFICIENCY IMPROVEMENTS**

LOGISTICS & INDUSTRIAL OPERATIONS

Initial Transition State



PROVIDES THE FOUNDATION FOR FURTHER ORGANIZATIONAL ALIGNMENT TO OPTIMIZE THE VALUE STREAM

TIMETABLE FOR ORGANIZATIONAL INTEGRATION

- **Senior leadership refining broad concept**
- **Expect involvement of other principals, stakeholders and customers in formulating CONOPS**
- **Targeting 1 October 2004**

3.0/6.0 LEADERSHIP OFFSITE

- **<u>GOAL:</u> Continued planning for 3.0/6.0 alignment**
  - Leveraged standardized methodologies/tools to understand our work
  - Ensure decisions are requirements- and data-driven
- **Reviewed existing 3.0 and 6.0 stand-alone organizations**
- **Assessed areas where duplication or gaps exist in the consolidated 3.0/6.0 structure**
- **ID'd processes and products/services essential to performing our mission**
  - Core and enabling processes
  - Primary/secondary customers
  - Existing workforce

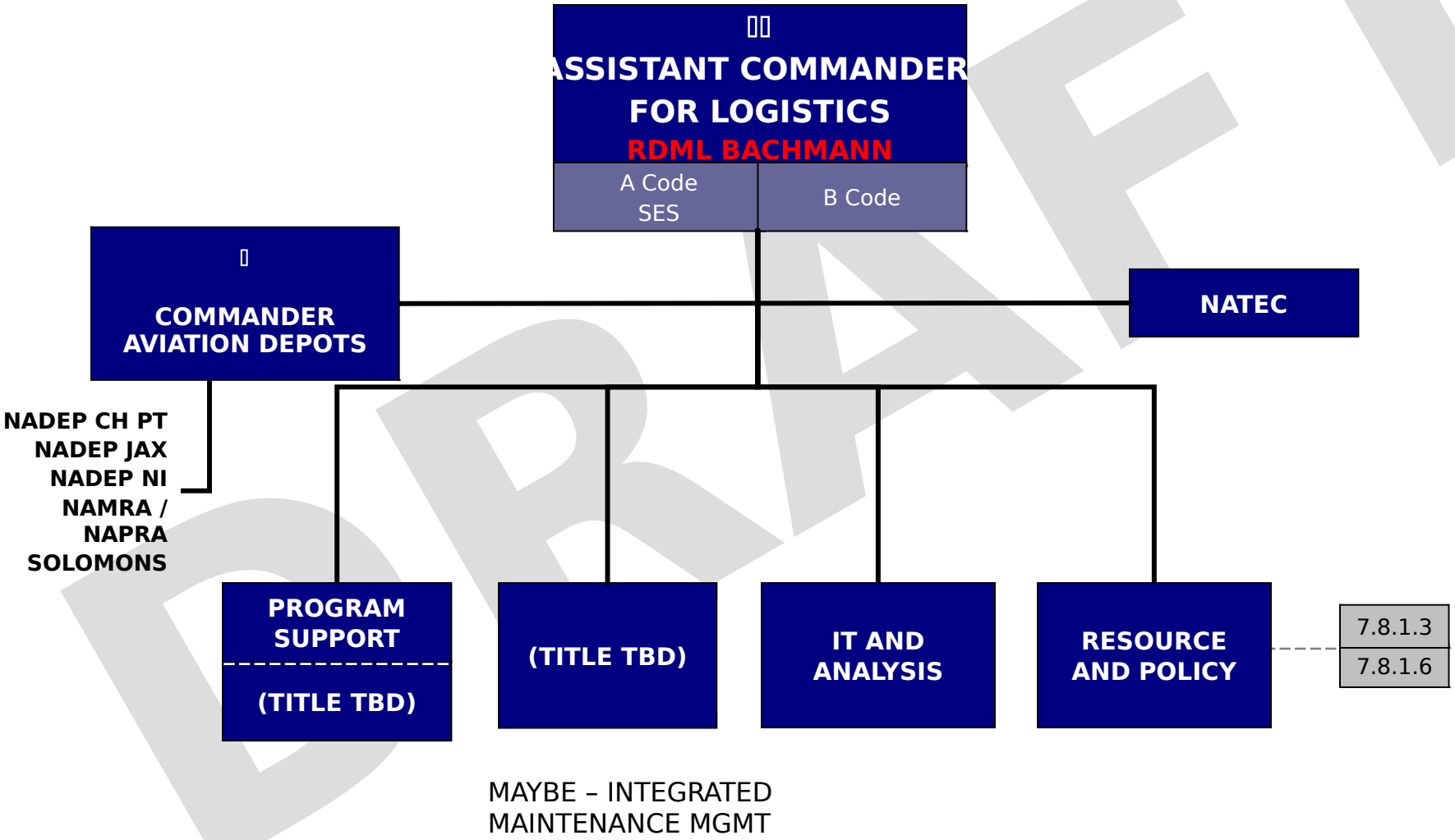
FOCUSED ON MAXIMIZING VALUE TO OUR CUSTOMERS

3.0/6.0 LEADERSHIP OFFSITE

NEXT STEPS – ALL TO BE COMPLETE BY *END-NOV*

- **PROCESS MAPPING**
  - Further define functional area processes and products/services to be supported in the **integrated 3.0/6.0** organization
    - ID “As is” and “To Be” constructs
    - ID manpower, skill, and personnel training requirements
- **3.0/6.0 ALIGNMENT COMMUNICATION STRATEGY**
  - Customers (CNAF, TYCOMs, OPNAV, PMA/PEOs)
  - Workforce
- **WORKFORCE MAPPING**
  - Individuals to billets
  - Formal process to ID and document changes in supervisors, job functions, team alignments, etc.

3.0/6.0 ALIGNMENT CONSTRUCT



MAYBE – INTEGRATED
MAINTENANCE MGMT

DRAFT

OUTLINE

- **MISSION/GOALS**
- **TRANSFORMATION INITIATIVES—Providing the tools to enable transformation**
  - Human Capital Strategy
  - Airspeed
- **CHALLENGING ORGANIZATIONAL STRUCTURE / CONOPS**
  - Why 3.0/6.0 Integration?
  - Leadership Offsite Summary
- **ECHELON III VISITS**

NAVAIR

ECHELON III VISITS

Echelon III / Competency Leaders,

- **Make sure you fully address the business and leadership principles that were laid out in the guidance issued by the Command Staff Office (CSO) last June. This is the main expectation for the review. Technical challenges and tactical issues are important and must be dealt with in the proper venues; however, *the focus of these reviews is on the business elements of your organization***. These business elements are a very important part of the way we all need to view our jobs and lead our organizations to meet the Fleet's needs at reduced cost.
- Be prepared to answer questions such as: How much are you spending to perform a certain function? What value does it bring to the Fleet? How do you know it's worth it? How does it impact Command-level Goals and metrics? How do you define and measure value?
- Plan to spend a good portion of time on two areas of specific interest during this initial review -- Productivity and Human Capital Strategy (two main themes of the CNO's next Echelon II visit). More specifically, make sure you adequately address how you are implementing concepts under AirSpeed, such as Six Sigma and TOC into the operations of your organization, and what strategies you use to maximize the management and effectiveness of your workforce.
- I'm dedicating a significant amount of my time to conduct these reviews ***because leadership engagement in execution is essential*** to achieving our goal of cost-wise readiness. This is not just the responsibility of one person or organization - it is our collective responsibility. It's the impetus for a culture change in NAVAIR, an enduring change that must be embraced and driven by all levels of leadership throughout the organization. This is a new way of thinking and acting...***it's about adopting a business dimension into our culture that drives toward effectiveness and efficiency***.

V/R.

QUESTIONS?

All Hands brief is accessible on the Logistics Website:
http://logistics.navair.navy.mil